

MEMORANDUM FOR COMMANDER, SOUTH ATLANTIC DIVISION

SUBJECT: Test Division/District Initiatives; Comments and Approvals

1. References:

a. Guidance to Divisions for Headquarters Campaign Team 6 - Division and District Systems, Processes and Organizations, 19 June 1997.

b. E-mail message from Carl Postlewate to CERM-ZA, 18 September 1997, Subject: Test Division Proposals

2. Purpose and General Comments:

a. The purpose of this memorandum is to provide my initial responses and comments to you on your proposed initiatives to improve our systems, processes, and organizations. I am hereby approving your immediate implementation of the first 5 SAD initiatives reviewed at HQUSACE. Specific initiatives and comments are contained below in paragraph 3.

b. Each of your initiatives possesses potential for enhanced efficiencies and customer services and you are to be congratulated on your efforts to date. Naturally, some of your initiatives are likely to be more difficult to implement successfully than others, and some may face legal or regulatory constraints. This headquarters will assist you in overcoming difficulties as they are encountered. In implementing these various initiatives pay close attention to relevant requirements for dealing with concerned labor unions.

c. In general, the biggest weakness in your proposed initiatives lies in your suggested metrics, your proposals for measuring the benefits of the proposed changes. Successfully measuring the outcome of organizational and systemic changes is a non-trivial task. Your suggested metrics represent a positive beginning, but will need to be enhanced in order to allow HQUSACE to make an informed decision on whether to propagate your initiatives to other divisions. You should continue to work with HQUSACE Campaign Initiatives Team 6 to develop such measures. In addition to doing our best to measure the benefits from your various initiatives, it is also important to measure the costs of their implementation so that both benefits and costs can be compared.

3. Specific Initiatives, Approvals, and Comments:

CERM-ZA

SUBJECT: Test Division/District Initiatives; Comments and Approvals

a. Your proposal: “To assist us in better responding to natural disasters, we are putting into place blanket purchase agreements (BPA) for ice, water, route clearance, emergency power, and temporary roofing. We are proceeding to the point of award on Indefinite Delivery Indefinite Quantity (IDIQ) contracts for debris removal and reduction, emergency power, temporary roofing, and temporary housing.” is APPROVED. This initiative, previously coordinated with this Headquarters, will be monitored as part of the Test Division Process for applicability throughout USACE.

b. Your proposal to : “Standardize and automate workflows and work processes. ... Standardize “above the line” business processes between districts, within districts and within stovepipes. ... Allow “below the line” flexibility. Create an infrastructure that promotes virtual capabilities Substitute parallel for sequential processes.” is APPROVED. As you proceed, please provide Team 6 with additional details on your approach, your software selections, and other details of use to HQUSACE and other divisions.

c. Your proposal: “The Skills Inventory and Experts Registry initiative will allow to assist in identifying technical personnel for design and/or technical review. It will also allow to identify and recognize regional or national technical experts in the Corps, and to identify individuals with unique skills and experience.” is APPROVED. Any repository of data elements is to be established in accordance with USACE Data Administration policy, procedures, and naming conventions. As you proceed, please provide Team 6 with the details as to what resources are required to create and maintain the registry. With this initiative, you should, of course, pay specific attention to compliance with the Privacy Act.

d. Your proposal to create in Wilmington District a: “Combination of the District’s project related technical organizations into a single division. We propose to reorganize our processes and structure to form a Technical Services Division (TSD) ...comprised of a Planning and Environmental Branch, an Engineering Branch, a Construction Branch, and an Operations Branch.” is APPROVED. Such a structure may well prove to be efficient and appropriate for a smaller district such as Wilmington, although probably less so for larger districts. You should consider placing the Regulatory Function in this Division as well.

e. Your proposal: “The concept is to effectively create a revolving fund within various appropriations that allow a commitment to be made to the customer for the cost of design and to have a mechanism to “assure” that the cost is not exceeded unless there is a scope change.” is APPROVED. This proposal has previously been coordinated with DoD as part of a separate initiative, it will be monitored as part of the Test Division Process for applicability throughout USACE.

CERM-ZA

SUBJECT: Test Division/District Initiatives; Comments and Approvals

4. These current five proposals are innovative and forward-looking. This headquarters will review additional initiatives as you submit them (see reference b). My Team 6 will also continue to monitor the progress of your initiatives during FY 98.

// s //

JOE N. BALLARD
Lieutenant General, USA
Commanding